Recruitment and Selection Guideline

RMIT University is a public University and stands on Aboriginal Country of the Kulin Nation. RMIT recognises and acknowledges the laws of Bundjil, the Kulin Nation's ancestral creator, who travels as an eagle hawk. These laws help all RMIT staff to respectfully work, live and study on Aboriginal country.

Purpose

The intent of the Recruitment and Selection Guideline is to ensure:

- a fair approach to the recruitment, assessment and selection process based on Achievement Relative to Opportunity (See Guideline for further information)
- all candidates are treated equitably, with care, respect and fairness
- recruitment and selection processes comply with legislation and support RMIT's commitment to gender equity, Aboriginal and Torres Strait Islander workforce and ensure a diverse workforce profile capable of achieving RMIT's strategic objectives
- support for RMIT's strategy to enhancing the diversity of its workforce profile by encouraging and facilitating inclusive participation and equity of opportunity for candidates, including but not limited to: Aboriginal and Torres Strait Islander people, women, people who are non-binary or gender diverse, culturally diverse people, people with disabilities, people within the diverse genders, sexes and sexualities (DGSS) community, parents and carers
- transparency throughout the recruitment and selection process, whilst balancing the need for confidentiality of all applicants
- a timely and efficient recruitment and selection process
- ensure a recruitment process that is rigorous, using valid evidence-based and inclusive hiring and decision- making principles that mitigates any bias
- the recruitment and selection process aligns with the University's commitment to support internal mobility.

Scope

This guideline applies to the recruitment and selection of all fixed-term and continuing staff members within RMIT University Australia.

This guideline does not apply to agreed amendments made to existing roles (for example change in time fraction, pay rise, etc.) or to secondments (see the *Staff Secondment Procedure*). For information on casual and independent contractor appointments, review the *Casual Employment Guideline.*

Exclusions

The guideline excludes RMIT Training, RMIT Online and RMIT Vietnam. Each entity has their own relevant resources.

This guideline does not apply to the recruitment and selection of:

- Vice-Chancellor
- Casual staff

Process

Recruitment and inclusive applicant management

As a Disability Confident Recruiter, we are committed to providing a fair and equitable treatment for candidates with a disability. Hiring managers should familiarise themselves with the content in RMIT's [Accessibility Manager's Guide](#).

Throughout the recruitment and selection process, seek advice from RMIT Talent team to ensure you are providing, sourcing, and managing applicants in inclusive and accessible ways. Many processes are in place throughout our recruitment process to create an optimum candidate experience.

Process	Responsibility

1. Identify workforce need
Has an established position become vacant, or is there a demonstrated need for a new position?
• Analyse and discuss your recruitment requirements with the People Team, considering:
    o budget
    o workforce establishment
    o workforce plan
• Get approval from the delegated authority to start the recruitment process.
• Consider alternatives to hiring a new staff member, including strategies for staff retention, succession planning and career development.
	Hiring manager/People Team/Delegated Authority

2. Review position description and classification

The hiring manager will need to:

Hiring manager supported by People Team

- Clarify the type of position required; the proposed job classification and salary; and the required skills, knowledge and behaviours
- Check the position title is in line with official position title guidelines
- Check the current position description is up to date, including position accountabilities, key selection criteria, qualifications, skills, knowledge and behaviours and job classification. It is advised to discuss the currency of the position description with the relevant member of the HR Business Partner team prior to adjusting
- For instances where position description is changing substantially or it's a new position, the position will need to be classified to determine HEW level. Requests for classification can be raised through People Connect. For changes to position description, tracked changes are preferred
- Consider other requirements such as health and safety, web publishing and mandatory checks (for example, Working with Children Check or police checks)
- Consider achieving Aboriginal and Torres Strait Islander employment and diversity commitments
- Decide on attraction, recruitment and selection methods, including any targeted search activities for equity groups, Aboriginal and Torres Strait Islander candidates, women in underrepresented areas or specialised and difficult to source skill sets
- Confirm whether Special Measures use is applicable for the role, i.e. advertising a role as accepting applicants who identify as women, non-binary or gender diverse or Aboriginal and Torres Strait Islander
    - In the case of an Aboriginal and Torres Strait Islander Special Measures role, ensure engagement with People team and a senior Aboriginal and Torres Strait Islander leader
- Confirm the advertising budget available (this is charged locally to the hiring area)

3. Seek approval to appoint The hiring manager should: - Seek approval of the following through the University's online Talent Acquisition system: - Recruitment and advertising request - Justification/reason for recruitment - Cost centre details - Position number (if established position) - Updated position description - Selection methodology - Selection panel composition - Advertising preferences - Establish selection methodology and activities – for example, interview questions, case studies	Hiring manager/Delegated Authority
4. Sourcing and advertising At a minimum, the position should be advertised through the RMIT Careers website. Any suitable redeployees should be considered. The position can also be advertised through: - External websites, such as LinkedIn - Specialised websites (professional forums, associations, Indigenous media) - Print media (newspapers, magazines, journals) - Agencies (general or Search) - Referrals or word of mouth Note that external advertising incurs a cost which will be charged locally to the hiring area. In some circumstances, Direct Appointments may be possible. See the Direct Appointment Guidelines for more information.	People Team with hiring manager/delegated authority
5. Assess suitable redeployees Assess suitable redeployees and proceed in line with the Redeployment Instruction. The redeployee list sits with the Talent team. Hiring managers should consult their HR Business Partner team and/or the Talent team to ascertain whether there are suitable candidates who can be invited to apply for the role.	Hiring manager/Chair of Panel supported by the People Team

6. Shortlist candidates

Shortlisting is a way to narrow the field of candidates to those you would like to interview or assess.

Shortlisting is done by the People Team. By request, the hiring manager and/or selection panel (if applicable) can be part of this process, if applicable.

Shortlisting can occur through activities such as:
- resume screening
- phone screening
- online assessments

The hiring manager will then select which candidates from the shortlist will be invited to interview.

Shortlists must be gender-balanced, with a 50% representation of women and/or gender diverse candidates. RMIT will aim to have Aboriginal and Torres Strait Islander candidates in shortlists.

People Team/Hiring Manager/ Selection panel

7. Form selection panel (if applicable)

People Team/Hiring Manager

For Academic and some Professional roles, a selection panel must be established by the hiring manager in agreement with the delegated authority who approved the recruitment request.

- At a minimum, the selection panel should consist of at least three people:
  - The hiring manager or nominee
  - A person with relevant experience, external to the area (for academic positions, this person should be of equivalent standing)
  - A peer representative
- Selection panels must be reconciliation capable and diverse in composition, with a diverse representation of gender and other identities, including cultural and linguistic background.
- For senior executive positions outside of the Vice-Chancellor's Executive team, an external RMIT Council Member must also be on the panel. For professorial appointments, the panel must also include:
  - Vice-Chancellor's nominee (this may be the relevant Pro Vice-Chancellor)
  - Full professor of another work area, nominated by the Deputy Vice-Chancellor (Academic).
- In the case of Identified or Targeted Aboriginal or Torres Strait Islander Strait positions the selection panel should include a senior Aboriginal or Torres Strait Islander RMIT staff member or a respected Aboriginal or Torres Strait Islander community member. Additional interviews that may be held do not need to have an Aboriginal and Torres Strait Islander RMIT staff member.
- Where applicants identify as Aboriginal or Torres Strait Islander through their application, the Chair of the selection panel may choose to include an Aboriginal or Torres Strait Islander staff member or community member on the panel.

Responsibilities of the selection panel include:
- Complete Compliance Education Modules prior to participating in the panel
- Ensure that for Identified or Targeted Aboriginal and Torres Strait Islander roles or for roles that candidates disclose that they are Aboriginal and Torres Strait Islander that all panel members who are non-Indigenous have completed cultural safety/cultural awareness modules
- Ensure that the process is culturally safe, equitable, accessible and inclusive for all candidates
- Declare any potential, perceived and/or actual conflict of interest as required by the Conflict of Interest policy. (For example, a hiring manager cannot appoint a candidate with whom they have a close personal relationship; the hiring manager's manager must authorise such appointments.)

8. Conduct interviews and assessments	Selection panel
- Liaise with the People Team to coordinate at least one interview or assessment. - Contact the People Team for advice on behavioural interview questions. - Prepare and agree on the questions to be asked of all applicants through the interview process. - Decide if any additional assessment methodology should be used – for example, assessment centres, role plays, presentations, case studies, psychometric assessment. - During the interview, probe the applicant by asking the pre-arranged questions linked to the selection criteria; also ask follow up questions to determine suitability.	

For academic roles:

- Liaise with the People Team to coordinate at least one formal panel interview. This can include all panel members or be split over two interviews.
- Academic appointments must meet the qualification requirements specified in the Position Description in order to comply with the *Tertiary Education Quality and Standards Agency (TEQSA) Act 2011* and RMIT's [Appointment of staff without Doctoral qualifications instruction.](#) Should a preferred candidate not meet these requirements, the *Appointment of staff without Doctoral qualifications instruction* is to be applied.

Data integration/calibration:

The data integration/calibration process as part of the interview process is a powerful quality control designed to minimise bias and ensure fair and accurate selection. The People Team will provide materials for the panel to rate candidates' performance within the interview. The leading approach for the calibration process is for:

- Each panel member to assess each candidate on their own first
- Data integration at the end of the interviews by the panel, where data integration happens.

9. Select preferred candidate/s This will be the candidate who best meets the selection criteria. There may be occasions there are two candidates who will be selected to proceed to reference checks. Factors to consider in selecting the preferred candidate/s: - The application, interview, and other assessment information - Results of the data integration/calibration from the interview process - Relative importance of each capability/competency in the selection criteria - Trainability of each capability/competency - Interrelationships of capability/competency – sometimes a high rating in one capability can compensate for a low in another. - Achievement Relative to Opportunity (See Guideline)	Selection Panel/Hiring Manager
10. Check references The People Team or the hiring manager will undertake reference checking in line with the requirements of the role. The reference checking may include two or more candidates in order to make a final decision. See step 12 for further checks.	People Team
11. Make a verbal offer Obtain approval from the delegated authority to generate an offer of appointment. A verbal offer of appointment will need to be made by the Talent Team to the preferred candidate once approval is obtained. A verbal offer should make clear that there are still conditions to be satisfied such as required checks.	People Team/Hiring Manager/Chair of Panel
For professorial titles, the Chair of the Selection Panel must recommend appointments to the Deputy Vice-Chancellor for approval.	Chair of Panel and Deputy Vice-Chancellor

12. Organise required checks The People Team will conduct the following verification checks where appropriate: • Police checks • Working with Children checks • Verification of qualifications and/or certifications • Australian Working Rights check • For TAFE Senior Management only – check of [RTO suspensions and cancellations](#) for the past 3 years. • Confirmation of Aboriginality for Special Measures roles (this needs to be requested on application) • Sanctioned country screening and assisting the hiring manager with the sanctions process when relevant. • Any other verification of mandatory requirements. Note: Probation may be subject to the successful completion of these checks.	People Team
• The Hiring Manager will assist as required under the direction of the People Team	Hiring Manager
13. Contract offer and acceptance • Prepare the contract offer. • Send the contract offer to the preferred candidate. • Receive an accepted contract from the preferred candidate. • Ensure all relevant checks have been successfully completed.	People Team
• Ensure all relocation arrangements are agreed (where relevant) and processes are underway. ○ If negotiated in the contract offer, the candidate's new team is responsible for organising temporary accommodation. Other expenses, such as flights, will need to be processed as reimbursements by the new team.	People Team and Hiring Manager
14. Contact unsuccessful applicants After the successful candidate has accepted the contract the People Team will advise all unsuccessful candidates via telephone or email. It is acceptable to provide such feedback earlier in the process if appropriate, for example, following unsuccessful shortlisting.	People Team
For internal candidates, it is more appropriate for the hiring manager (or an alternate manger/leader within the team) to provide feedback. This should be discussed between the People Team and the hiring manager.	Hiring Manager or relevant delegate

| **15. Commence induction** | People Team with |
| The hiring manager will be notified that the staff member has signed the contract and will be advised of the start date and the induction and probation provisions. | support from Hiring Manager as required |

| **16. Commence probation period** | Hiring Manager |
| If the staff member is new to the University, continue the induction process in line with the Induction Guideline. | |

Other commitments:

There will be regular analysis of recruitment processes and systems with regards to equal opportunity commitments including diversity of participation at sourcing, application, shortlisting and hiring stage to eliminate any bias. Such analysis will identify areas for improvement.

Supporting policy

- Employee Lifecycle Policy

Supporting documents

- Induction Guideline
- Casual Employment Guideline
- Direct Appointment Procedure
- People Visa Guide
- Achievement Relative to Opportunity Guideline
- Workplace Adjustment Process
- Disability Confident Recruiter Guide

Document history

Version	Last updated	Authority	Author	Owner
1.0	25th October 2021	Employee Lifecycle Policy	Senior Manager PWR	Director, Talent
1.1	16th March 2022	Employee Lifecycle Policy	Senior Manager PWR	Director, Talent